MBA BCS 1.1 – Units and Lessons

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Syllabus

UNIT 1 Introduction	UNIT II Developing Bus writing skills	UNIT III - Business reports and proposals	UNIT IV - Oral and Employment communication
Introduction to Bus. com	Process of writing	Writing the report	Role of business presentations
communication barriers	Drafting	Planning the report	planning and organizing a presentation
Communication media choices	Revising visuals	Steps in writing business reports	Team presentations
Inter cultural and team communication	Editing	Parts of a report	Online presentations
Interpersonal communication	Proof reading and formatting	Citing sources	Understanding yourself
Respecting social protocol	Writing positive, neutral, persuasive, bad news messages		Career goal setting
Networking and socializing professionally	Business letter writing		Preparing resume
Non verbal communication	Kinds of bus letters		Resume formats
Listening	Communicating with email and memos		Writing covering letters
communication thru social media			Enquiry mails
Business meetings			Preparing for job interview

Unit I- Introduction

- Introduction to business communication
- Communication barriers
- Communication media choices
- Inter cultural and team communication
- Interpersonal communication
- Respecting social protocol
- Networking and socializing professionally
- Non verbal communication
- Listening
- Communication thru social media
- Business meetings

Introduction to Business communication

- Human beings are poor communicators but our communicative competence can be improved by learning and practicing effective communication skills.
- Communication has a symbolic nature and is an act of sharing one's ideas, emotions, attitudes, or perceptions with another person or group of persons through words (written or spoken), gestures, signals, signs, or other modes of transmitting images. The transmission of ideas always encounters barriers that reduce its effectiveness.
- The essential elements of the process of communication are the message, the sender, encoding, the channel, the receiver, decoding, acting on the message, the feedback, and the communication environment.
- Both the sender and the receiver play a role in making communication effective. The sender should encode the message accurately after considering the level, expectations, and needs of the target audience (receiver); the receiver should listen or read carefully to try to understand the intended meaning of the sender.
- The universal, common elements of communication are the communication environment, the use of symbols, and the presence of mental filters.
- Some basic facts about communication are that perfect communication is impossible; the meaning of a message is in the mind/perception of the receiver; and personality affects the effectiveness of communication.
- To communicate effectively, one should develop not only skills, but also a sense of empathy with others

Organizational Communciation

Effective communication plays a key role in enhancing the success of management functions in an organization.

Communication helps management in planning, directing, coordinating, and controlling employees, materials, and production.

Effective communication creates a healthy organizational environment in which all employees feel motivated towards the fulfilment of organizational goals.

Both formal and informal communication channels exist together in all organizations.

Informal communication and “the grapevine” should be taken advantage of by the management when there is a free and open system of communication in the organization.

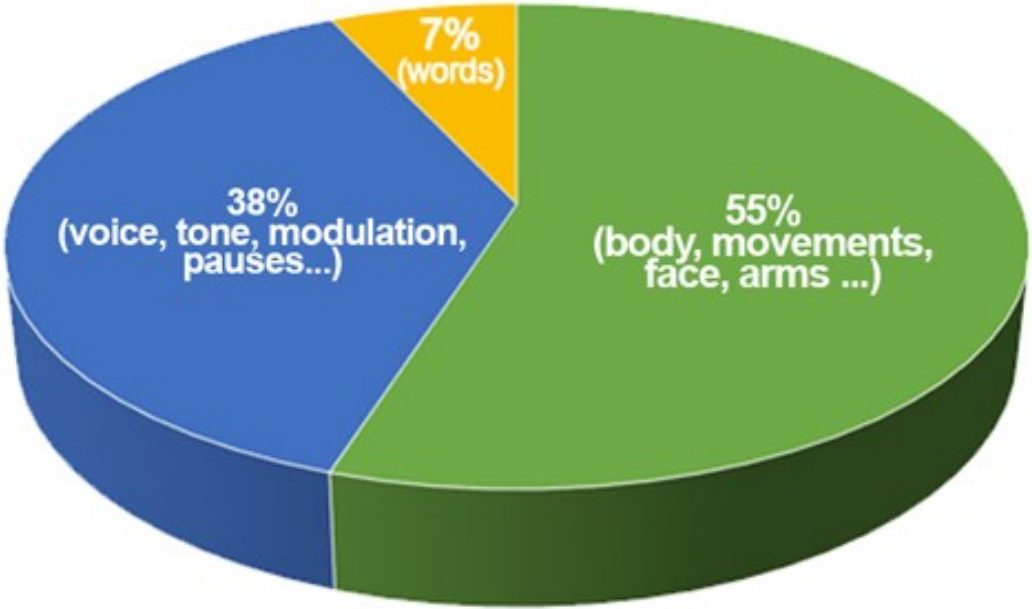
The motivation and involvement of employees increases when they are given the maximum possible information regarding the organization.

Essential information includes statutory information, work-related information, information on operational and major policy changes, periodic bulletins regarding organizational events, and information that sets expectations regarding future changes.

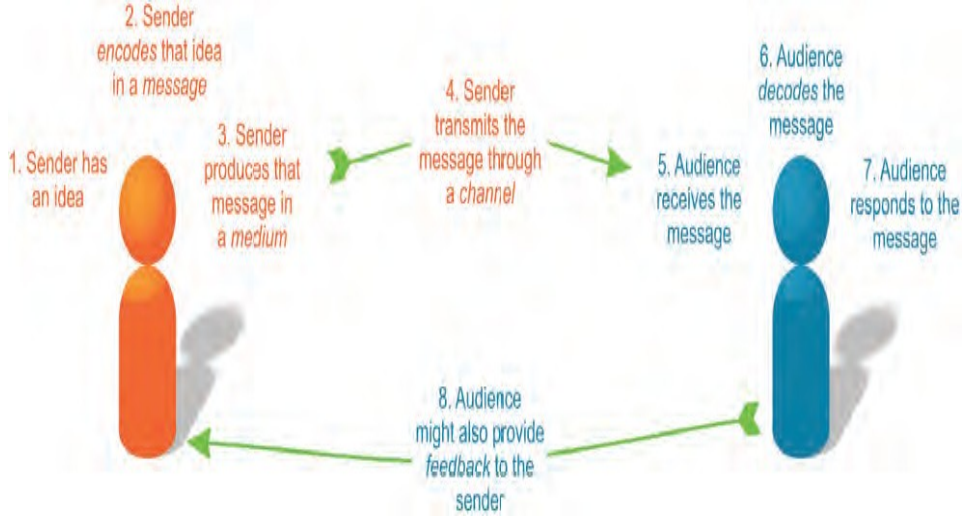
4 major functions of communication

- Information
- Control
- Motivation &
- Emotional expression

How do we communicate?



Basic Communication Process



Components	Functions/Nature
Sender (encoder)	Selects, Composes
Message	Verbal/non verbal/combination
Channel	Oral / Written
Receiver (Decoder)	Identifies, comprehends, interprets
Response and Feedback	Verbal/non verbal/combination

Types of Business Communication

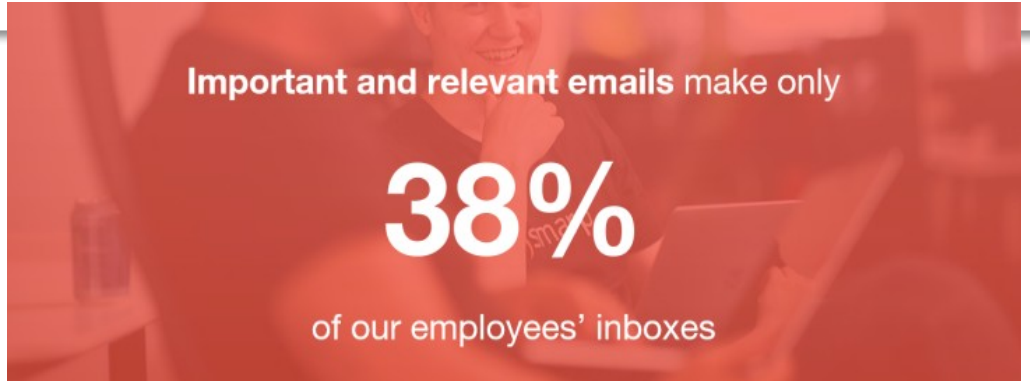


11 reasons why Bus.Com is Important

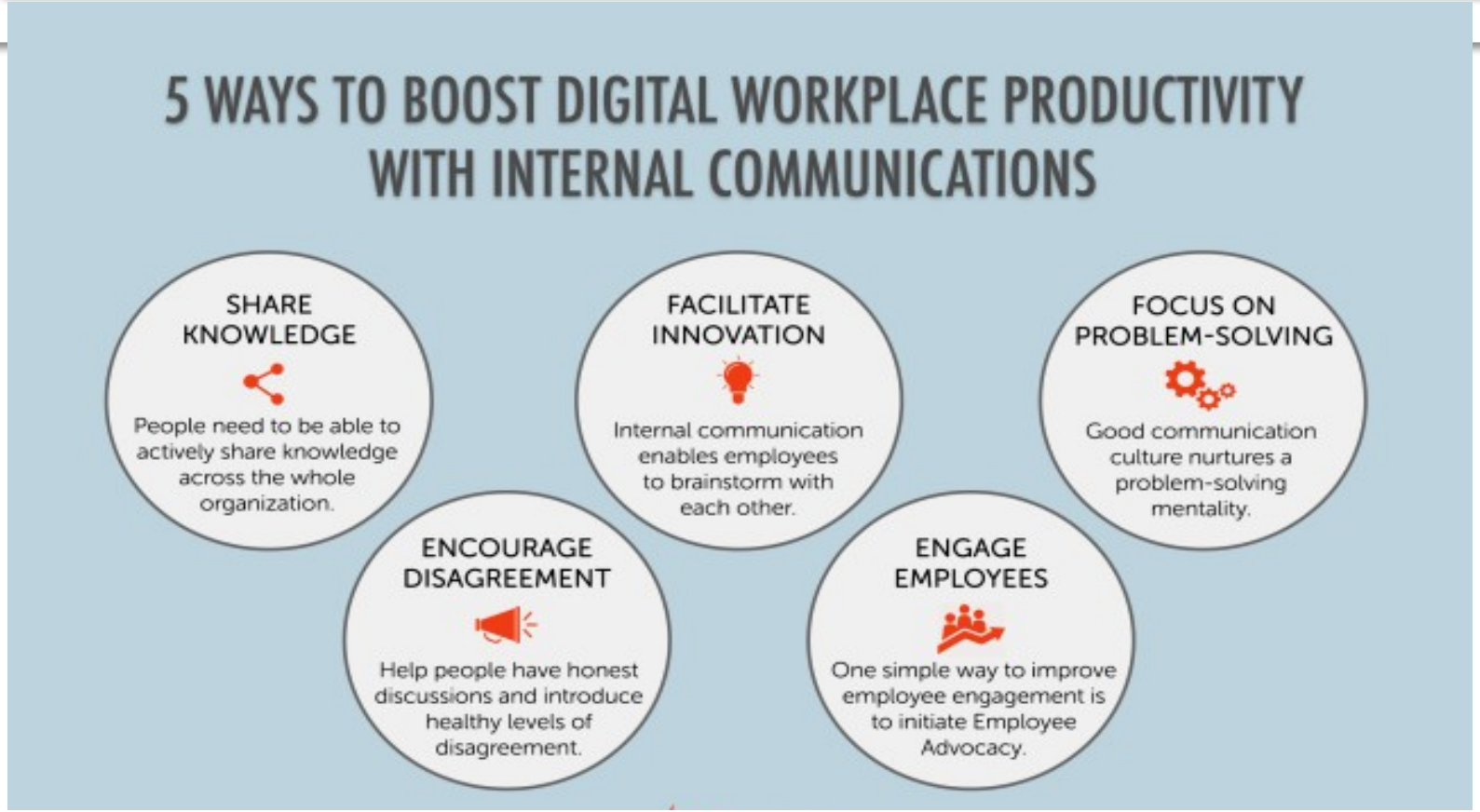


11 reasons why business communication is impt




Important and relevant emails make only
38%
of our employees' inboxes

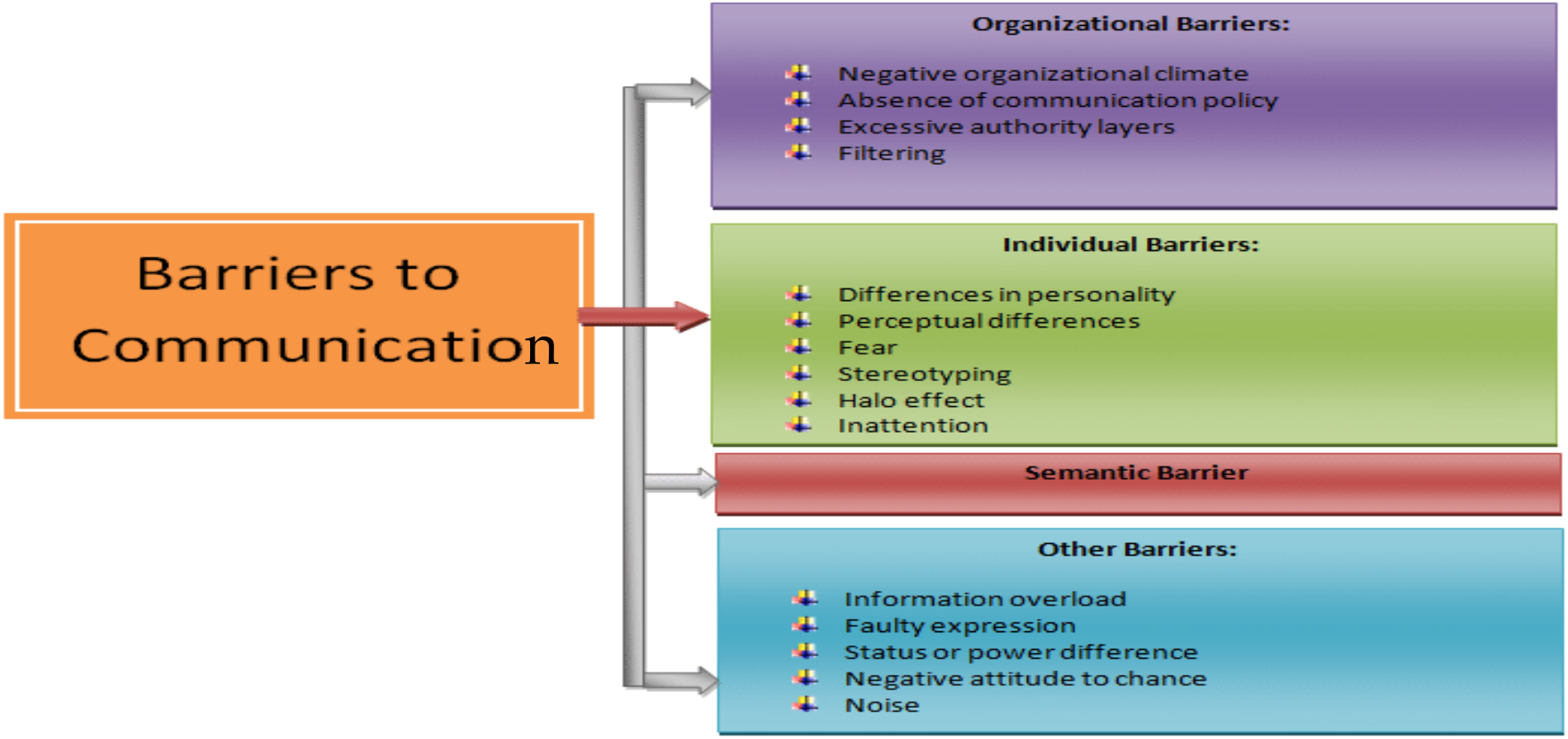

39%
of employees believe that there isn't enough
collaboration between people in their organization


5 WAYS TO BOOST DIGITAL WORKPLACE PRODUCTIVITY WITH INTERNAL COMMUNICATIONS
SHARE KNOWLEDGE
People need to be able to actively share knowledge across the whole organization.
FACILITATE INNOVATION
Internal communication enables employees to brainstorm with each other.
FOCUS ON PROBLEM-SOLVING
Good communication culture nurtures a problem-solving mentality.
ENCOURAGE DISAGREEMENT
Help people have honest discussions and introduce healthy levels of disagreement.
ENGAGE EMPLOYEES
One simple way to improve employee engagement is to initiate Employee Advocacy.

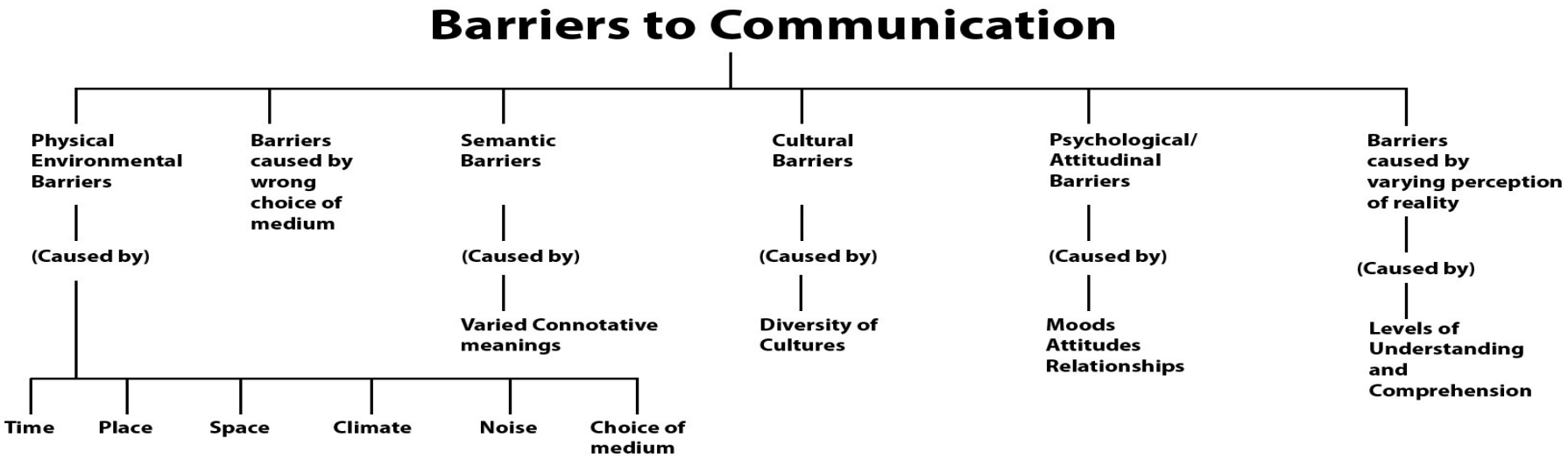
20 Interesting Business Communications Facts

- **60% of companies** don't have a long-term strategy for their internal communications
- **74% of employees** have the feeling they are missing out on company news
- **72% of employees** don't have a full understanding of the company's strategy
- **87% of people** use a mobile phone to communicate at work at least once per week
- Employee productivity increases by **20 to 25%** in organizations where employees are connected
- **38% of companies** have a growing number of remote employees
- Only **23% of executives** say that their companies are excellent at aligning employees' goals with corporate purposes
- **60% of people** face a crisis at least once a month due to communication issues
- **29% of employees** say that poor internal business communication is the reason for projects to fail
- **62% of the emails** received by employees are not important
- **60.8% of employees** say they occasionally or often ignore emails on the job
- Employees are **75% more likely** to watch a video than read text
- Only **24% of IC professionals** consider they're using their communication channels in an effective way
- Organizations with effective change and communication programs are **3.5 times** more likely to outperform their peers
- **28% of leaders** report poor communication as the primary cause of failing to deliver a project within its original time frame
- **77% of employees** keep their phones within reach at work
- Only **17% of employers** think line managers are good communicators

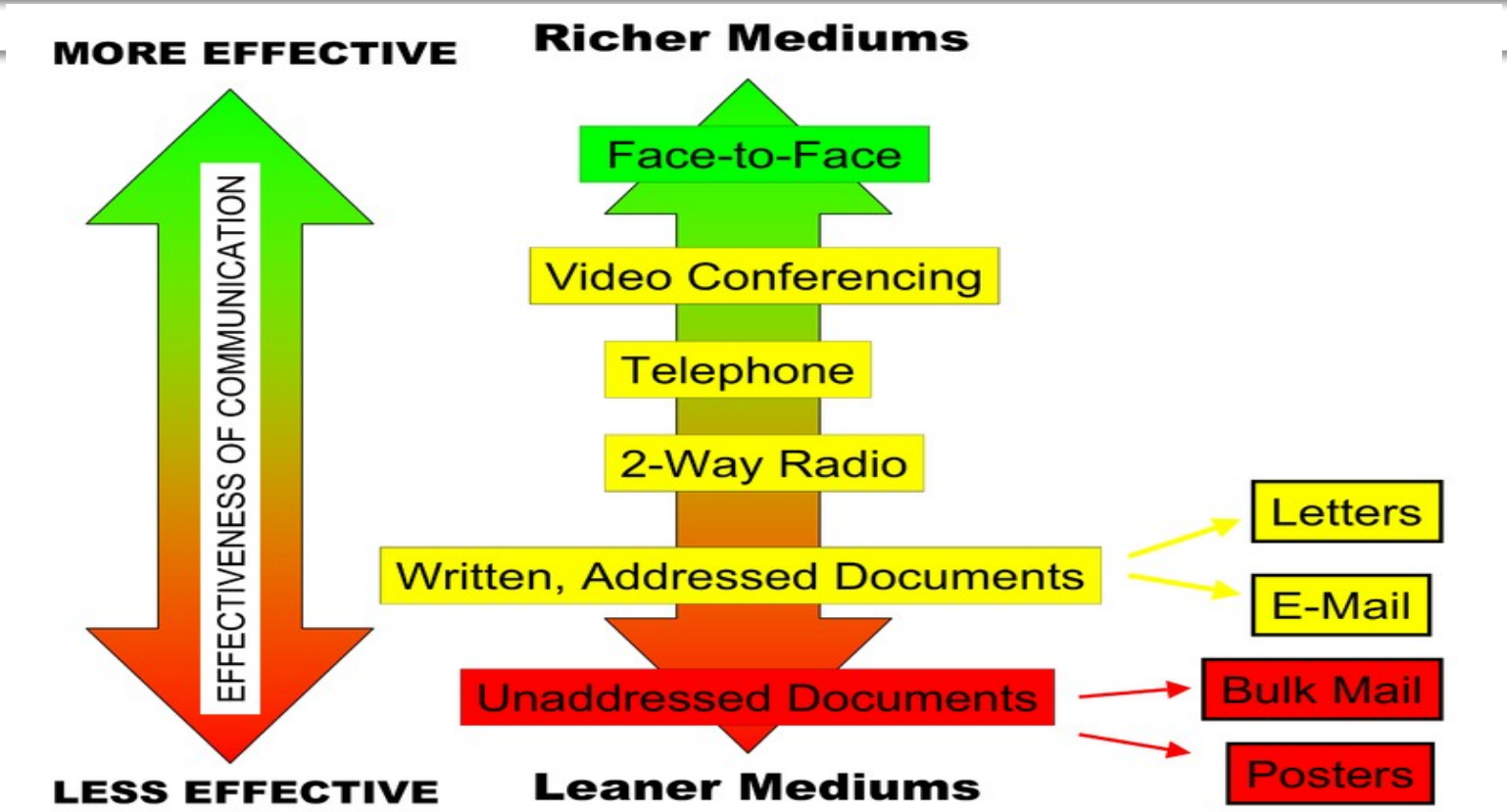
Barriers to communication



Barriers to communication



Communication Media Choices



Assignment

- Describe a major miscommunication that you were involved in lately and its consequences.
- Was the problem with the sender, channel, environment, receiver, or a combination of these?
- Explain what you did about it and what you would do (or advise someone else to do) to avoid the problem in the future.

Inter cultural and Team Communication

- Cross-cultural communication is about dealing with people from other cultures in a way that minimizes misunderstandings and maximizes the potential for strong relationships.

  With globalization, interaction between people from different societies and cultures has become unavoidable. This necessitates cultural orientation on the part of the visitors so that they are familiar with the host culture, specially the use of habitual expressions and expected behaviour in different situations.

  Cultural sensitivity is very important in helping a person adapt to a foreign culture. Cultural sensitivity is required to understand how to conduct oneself when attending meetings, visiting someone, joining a group or simply addressing someone.

  When working in different cultures, one should consider whether a culture is high-context or low-context by observing the actions of others. When one understands the prevalent culture, it is easier to understand the business atmosphere and increase one's influence.

  In the international business environment, e-mail has become a prevalent method of communication. One needs to be aware of cultural differences when exchanging e-mails with colleagues, clients and business partners from different cultures.

Oral communication

There are advantages of oral communication over written communication, such as

- its immediacy and directness
- the scope for immediate feedback and interaction, and
- the inclusion of non-verbal communication such as body language and gestures.

There are also some disadvantages of oral communication when compared to written communication. These include the

- lack of a record that can be referred to later
- the inability to rephrase or revise ideas and words once they have been expressed,
- the difficulty in controlling one's body language, and
- the inability to circulate the communication to a large group of people at a later time.

The principles of effective oral communication include

- paying attention to tone and body language,
- modulating one's pitch,
- speaking naturally,
- listening thoughtfully,
- using simple language, and pacing one's speed when speaking.

It is important to be careful and thoughtful when communicating in an unfamiliar culture.
New electronic technologies call for skillful oral communication and should be thoroughly understood by business executives.

Conversational Skills

Conversation is the lifeblood of social life. It creates a sense of togetherness. It is the primary form of face-to-face communication and is live, as it is done in person.

The chief characteristics of good conversation are naturalness, simplicity, spontaneity, sensitivity, and responsiveness to the listener's reactions.

Conversation shares elements of visual communication such as body language, facial expressions, and gestures.

Effective conversation needs conversation control to make it a fruitful dialogue.

Speakers skilled in conversation control are able to link their conversations by avoiding parallel conversation

Examples

Fire drill procedures have changed since our last drill. Instead of an alarm, there will be an **emergency whistle.**

Once the emergency whistle **GOES OFF**, all employees will immediately leave the building and meet outside in front of the ***bakery across the street.***

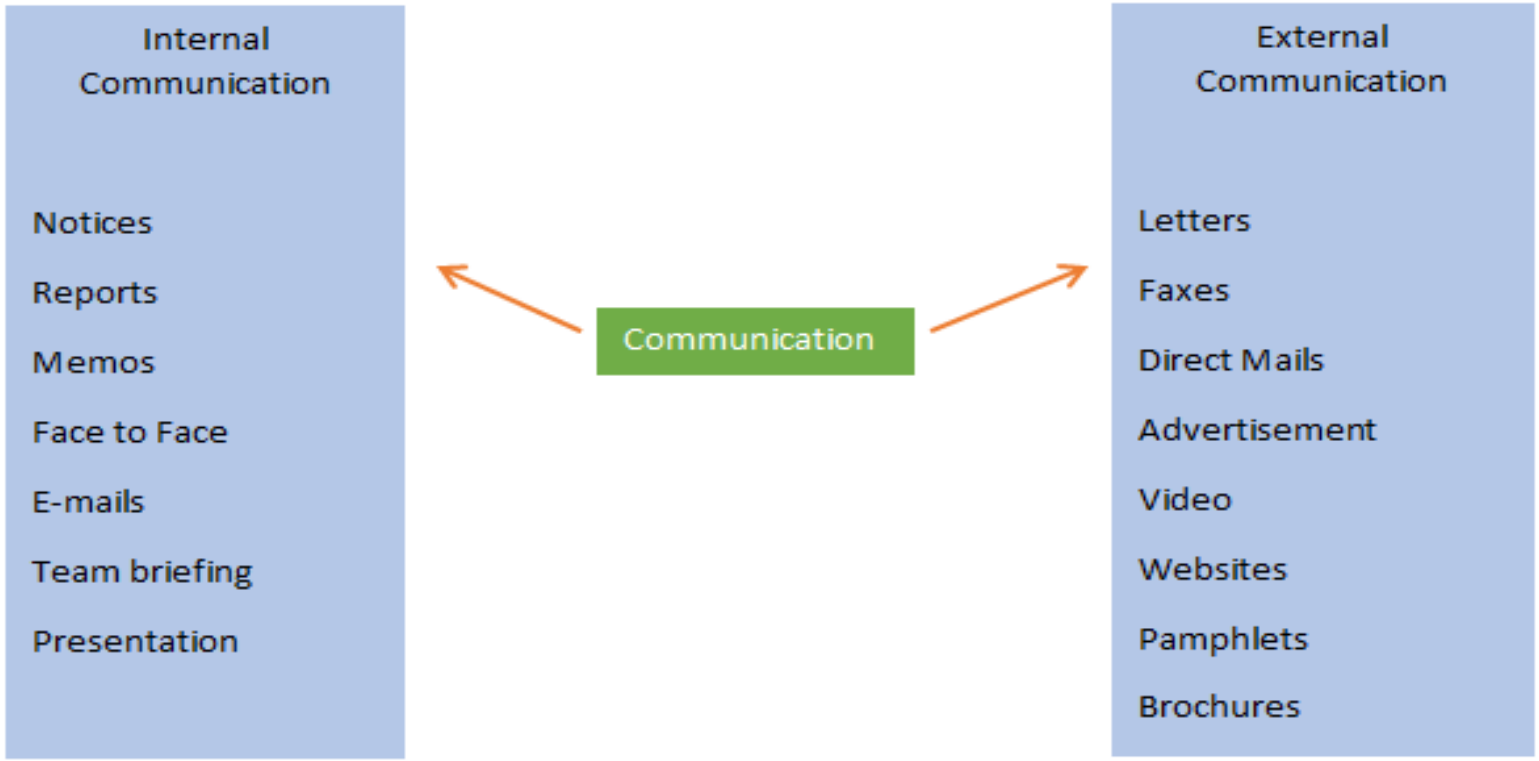
If you have any questions, please give me a call at 212-555-0775.

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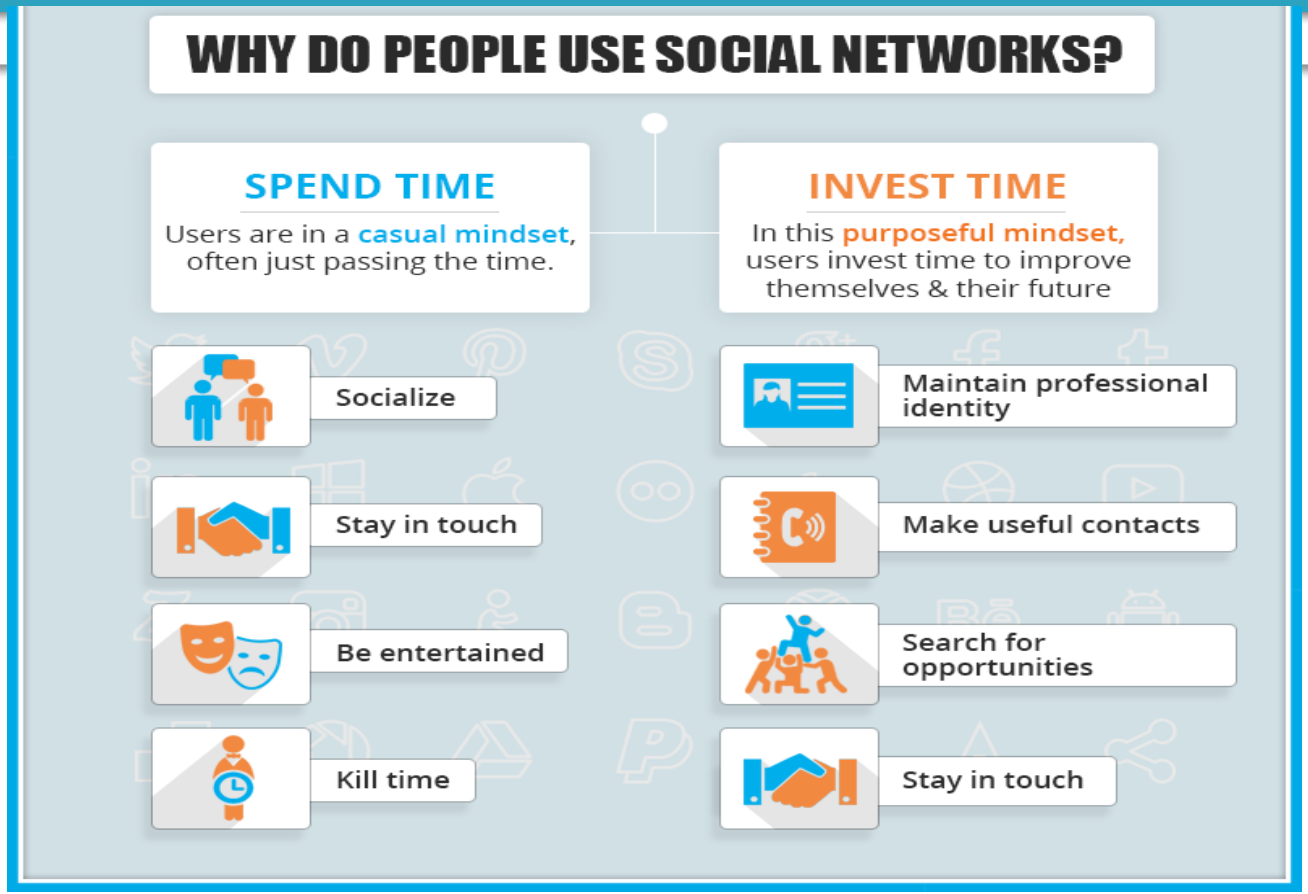
Internal vs External communication



Communication thru social media



Networking and socializing professionally



Listening

Listening carefully is an important skill for managers, and the skills of thoughtful listening should be cultivated by managers.
The listening process includes giving undivided attention to the speaker, hearing, understanding, and interpreting the words, evaluating non-verbal expressions, empathizing with the speaker, and conceptualizing.

There are various factors that adversely affect listening:

- lack of concentration,
- unequal statuses of the speaker and lis¬tener,
- a halo effect or complex,
- a closed mind,
- poor retention,
- premature evaluation,
- abstracting,
- biases or slant,
- cognitive dissonance, and language barriers.

Some guidelines for improving listening include speaking less and listening more, observing body language, and focusing on and empathizing with the speaker.There are two basic concepts of responses:

- the basic reflective response and the basic clarification response.
- A reflective response paraphrases the speaker's words and lets the speaker know that the listener has accurately heard him or her. A clarifying response "assumes the internal frame of reference of the speaker" and elaborates on the speaker's thoughts to draw out the speaker's unsaid thoughts and emotions

Business meetings

Team Cadence
Weekly Team Meeting
Daily Huddle
Working Session

Progress Check
Project Status Update
Portfolio Review
Stakeholder Update

One-on-One
Manager One-on-One
Coaching Session
Mentoring Session
"Catching Up"

Action Review
Retrospective
Win/Loss Review
Rehearsal

Governance Cadence
Board Meeting
Quarterly Strategy Refresh
Client QBR

Idea Generation
Solution Brainstorm
Ad Campaign Ideas
Requirements Brainstorm

Planning
Project Planning
Product Development Planning
Campaign Planning
Event Planning

Workshops
Design Workshop
Team Building
Value Stream Mapping
Kickoff
Chartering

Problem Solving
Root-Cause Resolution
Incident Response
Plan Reset

Decision Making
Strategic Opportunity Decision
Candidate Selection
Final Approval

The Taxonomy of Business Meetings

- Congenial Meetings
- Formal Meetings
- Intense Meetings

Sensemaking
Investigations
Informational Interview
Market Research
User Testing
Discovery

Introductions
Sales Call
First Interview
New Hire Introduction
Investor Pitch

Issue Resolution
Support Escalation
Contract Negotiation
Dispute Resolution

Community of Practice
Meetups
Safety Committee
Lunch-n-Learn

Training
Skills Certification
New Hire Training
Client Training

Broadcasts
All-Hands Meeting
Webinars
Press Briefing

3 types of Meetings

Three types of meeting



STAND UP

Daily (No more than 15 minutes)

- Go round each in turn.
- 60 secs operational update plus request discussion item
- Agree agenda for short discussion in meeting
- Keep to time (by only briefly discussing priority stuff)



SIT ROUND

Weekly / fortnightly (No more than 2 hours)

- Clear on purpose/outcome needed in relation to tactics/actions
- Timed and owned
- Papers in advance
- Clarity on how meeting is conducted to ensure max. efficiency
- Agenda next time agreed

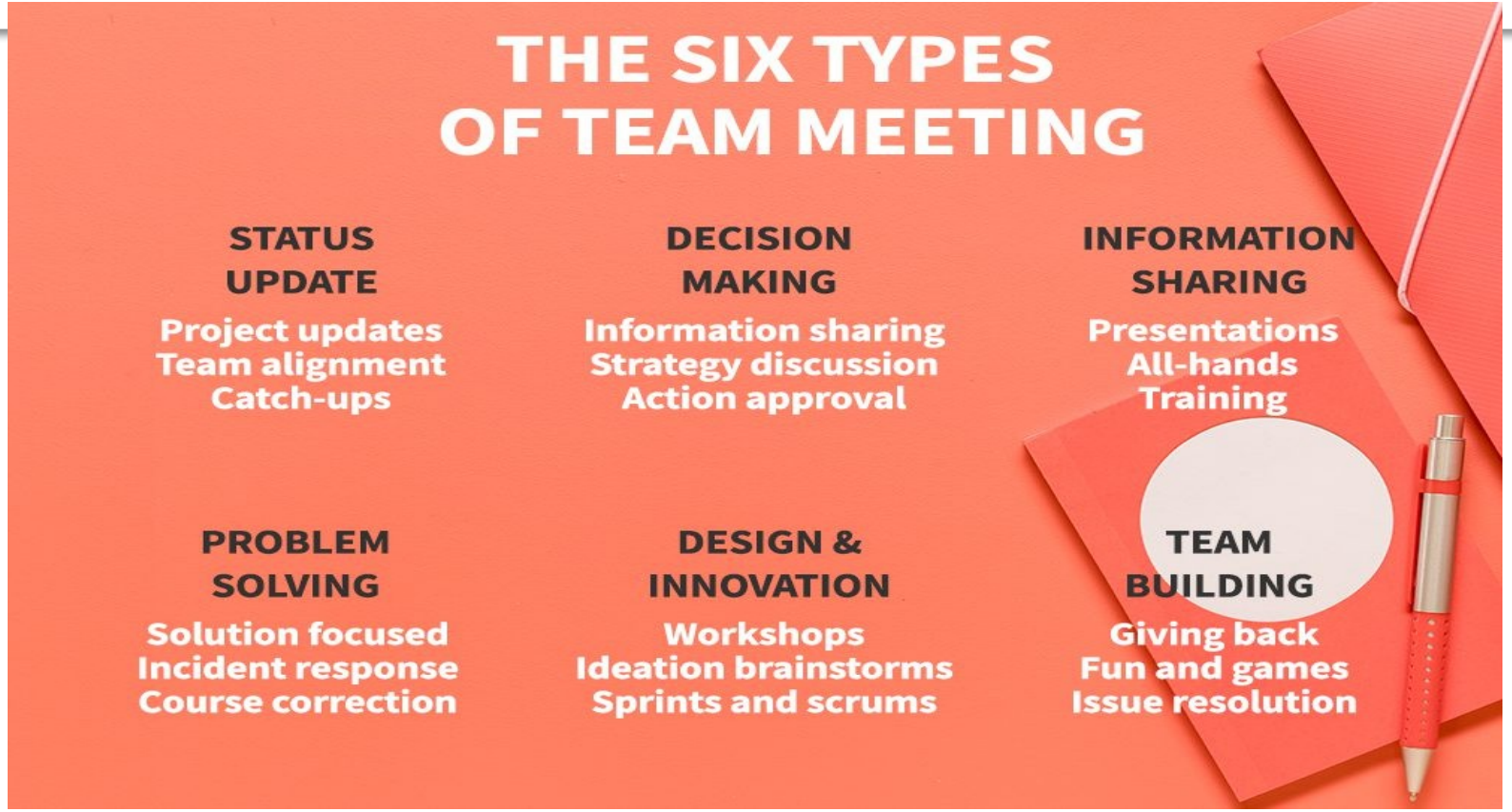


STEP BACK

Termly (3-6 hours; ideally off-site)

- Same broad approach as for weekly meeting
- But only about creating and/or reviewing objectives/strategy

6 types of team meetings



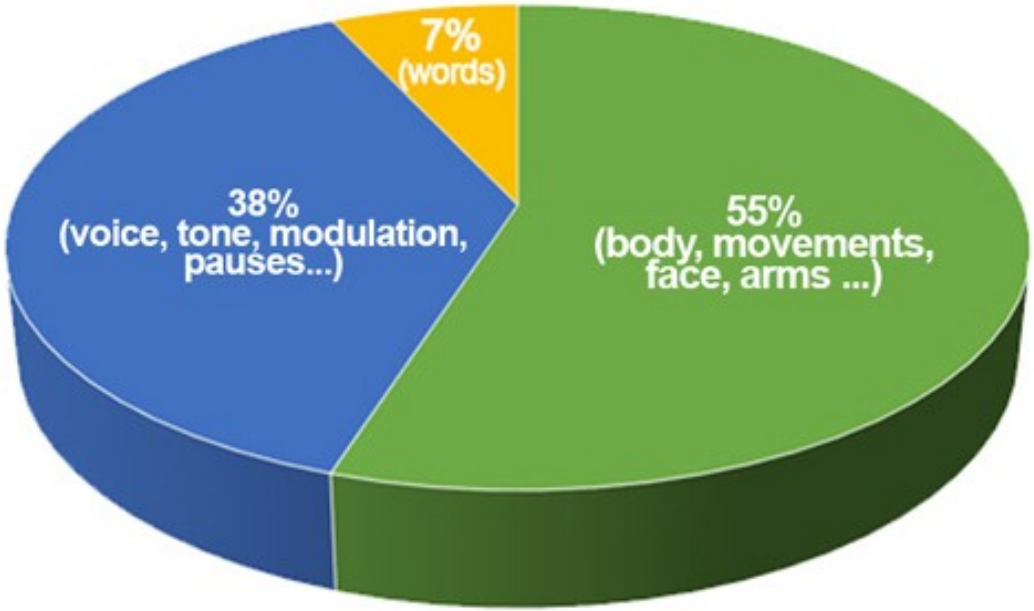
Planning a Team Meeting



How to have productive team meetings?



How do we communicate?



Can you identify these emotions ?



Non verbal communication

- Non-verbal communication includes
  - facial expressions,
  - gestures displayed through body language (kinesics) and the
  - physical distance between the communicators (proxemics).
  - the tone and pitch of the voice,
- These non-verbal signals can give clues and additional information and meaning over and above spoken (verbal) communication.
- Indeed, some estimates suggest that around 70 to 80% of communication is non-verbal!

What can you interpret from this picture?





Types of Non-Verbal Communication

- There are many different types of non-verbal communication. They include:
- **Body movements (kinesics),** for example, hand gestures or nodding or shaking the head, which are often the easiest element of non-verbal communication to control;
- **Posture**, or how you stand or sit, whether your arms are crossed, and so on;
- **Eye contact**, where the amount of eye contact often determines the level of trust and trustworthiness;
- **Para-language**, or aspects of the voice apart from speech, such as pitch, tone, and speed of speaking;
- **Closeness or personal space (proxemics)**, which determines the level of intimacy, and which varies very much by culture;
- **Facial expressions**, including smiling, frowning and blinking, which are very hard to control consciously. Interestingly, the broad facial expressions that show strong emotions, such as fear, anger, and happiness, are the same throughout the world; and
- **Physiological changes**, for example, you may sweat or blink more when you are nervous, and your heart rate is also likely to increase. These are almost impossible to control consciously and are therefore a very important indicator of mental state.

Presentation Skills

Presentation skills can be developed by paying attention to preparation and delivery techniques, and the handling of the audience's response.

It is important to know the difference between presentations, lectures, and written reports. A presentation cannot be delivered in the same way as a classroom lecture or an oral rendition of a written report.

A presentation is a form of oral communication. Its success depends on the presenter's preparation, clarity of purpose, understanding of audience needs, ability to structure infor¬mation, choose the proper medium of presentation and visual aids, and ability to appeal to the audience's interest and respond to their questions with ease and honesty.

There are various mediums that can be used in presentations, such as boards, flip charts, overhead projectors, and PowerPoint slides, and these are helpful in projecting complex information visually.

An effective presenter uses the skills of non-verbal communication to reinforce his or her words.

An effective presenter must also be able to encourage and handle questions.

Speakers can overcome stage fright and develop self-confidence by practising and rehearsing the presentation before a chosen audience/critic.

Business Etiquette

To be successful, business-persons should understand the unwritten rules of business etiquette and that each workplace differs in terms of appropriate behaviour.

There are general rules for introducing oneself and others, handling telephone calls, and attending business dinners as a host or a guest.

One must follow the guidelines for courteous interaction with those from different countries and cultures.

An employee should represent his or her company to other businesses with care

Case study analysis

Case analysis is an exercise in critical thinking and understanding of concepts and causes of problems and events. Cases may be theoretical or factual in nature.

There are no right or wrong answers to the questions raised by a case. An analyst's answer or solution should be logical and convincing and based on facts presented.

The various steps involved in a case analysis are: studying the background of the case, identifying and stating the problem, analysing the various possible solutions, evaluating the options, and developing a plan of action based on the recommended solution.

Unit II- Business Writing

Unit II- Business Writing

- Process of writing
- Drafting
- Revising visuals
- Editing
- Proof reading and formatting
- writing positive, neutral, persuasive, bad news messages
- Business letter writing
- kinds of bus letters
- communicating with email and memos

Written Bus. Communication

- The ability to communicate information in a simple, concise, and accurate written form reflects a manager's professional competence.
  - Planning,
  - identification of purpose,
  - consideration of the audience,
  - choice of appropriate language, and
  - use of effective tone are the essentials of effective written communication.

The first task for writing effectively is to identify the purpose of the communication.

There are mainly two goals of communication in business **situations—to inform and to persuade**.

Effective written communication is achieved by **following the principles of accuracy, brevity, and clarity, in addition to others**.

To ensure that a piece of writing is

- understood by the target audience,
- it is essential to use language that is commonly understood.
- The tone used should also reflect the appropriate level of formality for a particular context.

Introduction

Need for communication

- To express our ideas, thoughts verbally, non verbally or by writing
- To get good employment
- Writing is crucial to success and so is documentation
- Reports, proposals, procedure manuals, guidelines, business plans, memorandum, letter, meails, circulars, notices, newsletters, websites.
- Communication with your boss, co workers, auditors, bankers and customers.
- To write business documents, routine matters, goodwill messages, negative messages, persuasive messages
- Right approach, right words, right style is important

Importance of written business communication

- Written documents are convenient. Composed and read when time permits.
- Can be reviewed and re written.
- Drawback of written communication – careful preparation, sensitivity, anticipate effect, permanent record, legal use
- Professional and strong image

Importance of Written Business Communication

- **Positive - convey positive information / goodwill. (Offering adjustment, expressing appreciation, sending a note of thanks, expressing sympathy**.

  Examples- exchange of product, appreciation, promotion, note of sympathy

- **Negative – deliver information that is undesirable or disappointing to readers**

  Examples – job rejection, warning, late arrival, non selection in a team

- **Neutral –Routine information**

  Examples - order acknowledgments, inquiries, request for credit information, personal evaluation, compliance request

- **Persuasive – motivate or direct readers to act in a certain way**

  Examples – brochure of products, advertisement, marketing strategy request.

Disadvantages of Written Communication

- Written communication does not save upon the costs. It costs huge in terms of stationery and the manpower employed in writing/typing and delivering letters.
- Also, if the receivers of the written message are separated by distance and if they need to clear their doubts, the response is not spontaneous.
- Written communication is time-consuming as the feedback is not immediate. The encoding and sending of message takes time.
- Effective written communication requires great skills and competencies in language and vocabulary use.
- Poor writing skills and quality have a negative impact on organization's reputation.
- Too much paper work and e-mails burden is involved.

Direct and Indirect Approaches to Business Messages

- Professional communication forms are organized according to one of two strategies:
  - Direct and indirect.
- The ***direct* organization strategy** presents the purpose of the document in the first paragraph (sometimes the first sentence) and provides supporting details in the body.
- The ***indirect* organization strategy** opens with relevant, attention-getting details that do not directly state the purpose of the document. The purpose is revealed in the body of the message, usually sandwiched between supporting details.
- The direct approach is used for good news or routine communication; the indirect approach is used for persuasive, sales, or bad news messages.
- A directly stated purpose is welcome in good news or routine messages, but could be viewed as abrupt or insensitive in a bad news or persuasive message. When the audience is not receptive to the message, it is best to lead up to the purpose gradually.

Direct and Indirect Approaches to Business Messages

Direct approach

- If you are writing to inform, use this approach.
- Direct approach immediately presents the thought
- Use this for routine information
- Use this to convey positive information or neutral messages

Indirect approach

- Message is conveyed after an explanation
- Explain reason for saying no before saying no
- Negative and persuasive messages use this method

Direct and Indirect Messages

Organization Strategy	Definition	Type of Document	Content		
			Introduction	***Body***	***Conclusion***
Direct	Writer arrives at purpose quickly, sometimes in the first sentence.	Used for good news or routine communication (audience is receptive or neutral)	Purpose	Details	Action information or courteous close
Indirect	Writer gradually builds up to the purpose, which is stated in the body.	Used for negative, persuasive, or sales messages (audience is not receptive)	Relevant, attention-getting statements	Purpose statement is sandwiched by details.	Action information or courteous close

Case 1

Let's say you are a supervisor and your manager has tasked you with getting Anupam, an employee who is usually late for work and has been arriving even later recently, to start arriving on time. Anupam's tardiness is impairing not only his performance but also that of the entire team that depends on his work. You figure there are four ways you can handle this:

- Stop by Anupam's cubicle and simply say, "Get to work on time or you're out"
- Invite Anupam out to a nice lunch and let him have it
- Write Anupam a stern email
- Ask Anupam to come to your office and discuss the behaviour with him in private

THE 7 GOALS OF BAD-NEWS MESSAGES

Your ability to manage, clarify, and guide understanding is key to addressing challenging situations while maintaining trust and integrity with customers, coworkers, managers, the public, and other stakeholders. Keep in mind these seven goals when delivering bad news in person or in writing:

- Be clear and concise to avoid being asked for additional clarification.
- Help the receiver understand and accept the news.
- Reduce the anxiety associated with the bad news as much as possible by expressing sympathy or empathy.
- Maintain trust and respect between you and your audience to ensure the possibility of good future relations.
- Deliver the bad news in a timely fashion in the appropriate channel(s).
- Avoid the legal liability that comes with admitting negligence or guilt.
- Achieve the designated business outcome.

Buffer strategies for bad news delivery

- **Good news**: If there's good news and bad news, start with the good news.
- **Compliment**: If you're rejecting someone's application, for instance, start by complimenting them on their efforts and other specific accomplishments you were impressed by in their application.
- **Gratitude**: Say thanks for whatever positive things the recipient has done in your dealings with them. If they've submitted a claim that doesn't qualify for an adjustment, for instance, thank them for choosing your company.
- **Agreement**: Before delivering bad news that you're sure the recipient is going to disagree with and oppose, start with something you're sure you both agree on. Start on common ground by saying, "We can all agree that . . . ."
- **Facts**: If positives are hard to come by in a situation, getting started on the next section's explanation, starting with cold, hard facts, is the next best thing.
- **Understanding**: Again, if there are no silver linings to point to, showing you care by expressing sympathy and understanding is a possible alternative (Guffey et al. 2016, p. 194)
- **Apology**: If you're at fault for any aspect of a bad news message, an apology is appropriate as long as it won't leave you at a disadvantage in legal proceedings that may follow as a result of admitting wrongdoing.

Bad news message draft

Part	Example Message
1. Buffer	Thank you for your order. We appreciate your interest in our product and are confident you will love it.
2. Explanation	We are writing to let you know that this product has been unexpectedly popular with over 10,000 orders submitted on the day you placed yours.
3. Bad news + redirect	This unexpected increase in demand has resulted in a temporary out-of-stock/backorder situation. Despite a delay of 2-3 weeks, we will definitely fulfill your order as it was received at 11:57pm on October 9, 2018, as well as gift you a Rs.500 coupon towards your next purchase.
4. Positive action closing	While you wait for your product to ship, we encourage you to use the enclosed Rs.500 coupon toward the purchase of any product in our online catalog. We appreciate your continued business and want you to know that our highest priority is your satisfaction.

Examples

BAD NEWS ITSELF AND REDIRECTION

- If you're rejecting a job applicant, for instance, you can be clear that they didn't get the job without bluntly saying "You failed to meet our criteria" or "You won't be working for us anytime soon." Instead, you can clearly imply it by putting the bad news in a subordinate clause in the passive voice:
- *Though another candidate was hired for the position,*
- *we wish you success in your continued search for employment"*

This way, you avoid saying anything negative while still clearly rejecting the applicant.

AVOID NEGATIVE OR ABUSIVE LANGUAGE

AVOID OVERSHARING BUT TELL THE TRUTH

RESPECT THE RECIPIENT'S PRIVACY

CRISIS COMMUNICATION

- A rumour that the CEO is ill pulls down the stock price.
- A plant explosion kills several workers and requires evacuating residents in several surrounding city blocks.
- Corona Virus news
- Quality issues with product

Risk management seeks to address such risks, including prevention as well as liability, but emergency and crisis situations happen anyway.

- Employees also make errors in judgment that can damage the public perception of a company.

How to draft a crisis message?

- What is happening?
- Is anyone in danger?
- How big is the problem?
- Who reported the problem?
- Where is the problem?
- Has a response started?
- What resources are on-scene?
- Who is responding so far?
- Is everyone's location known?

The crisis plan should include four elements:

- Crisis communication team members with contact information
- Designated spokesperson
- Meeting place/location
- Media plan with procedures

Assignment

1. Think of a time when you were given bad news by email or letter, such as when you were told that a warranty couldn't be honored for the type of damage inflicted on your product or your application was rejected. How well did it fulfill or fail to fulfill the seven goals of delivering bad news?
2. Sales have decreased for two consecutive quarters at your business. You must inform your sales team that their hours and base pay will be reduced by 20 percent if the company is to break even this quarter. While you may have a few members of your sales team that are underperforming, you can't afford to be short-staffed now, so you must keep the entire team for the time being. Write negative news messages in both the direct and indirect approach informing your sales team of the news following the 7 goals

Persuasive messages

- Persuasion involves moving or motivating your audience by presenting arguments that convince them to adopt your view or do as you want.
- You've been doing this ever since you learned to speak.
- From convincing your parents to give you a treat to persuading them to lend you the car keys, you've developed more sophisticated means of persuasion over the years simply because of the rewards that come with their success.
- Persuasion begins with motivation.

PRINCIPLES OF PERSUASION

- Reciprocity
- Scarcity
- Authority
- Commitment and consistency
- Consensus
- Liking

Assignment 3

- Narrate an incident where you bought a product or service on insistence of the salesperson. What kind of persuasion method did he use? Discuss with the class

Goodwill Messages and Recommendations

- The 5 S's of Goodwill Messages
- Thank-you Notes
- Congratulatory Messages
- Expressions of Sympathy
- Replying to Goodwill Messages
- Recommendation Messages and Reference Letters

The 5 S's of Goodwill Messages

- **Specific:** Crafting the message around specific references to the situation that it addresses will steer such messages away from the impression that they were boilerplate template statements that you plagiarized.
- **Sincere:** A goodwill message will come off as genuine if it's near to what you would say to the recipient in person. Avoid cliché Hallmark-card expressions and excessive formality such as *It is with a heavy heart that I extend my heartfelt condolences to you in these sad times.*
- **Selfless:** Refer only to the person or people involved rather than yourself. The spotlight is on them, not you. Avoid telling stories about how you experienced something similar in an attempt to show how you relate.
- **Short:** Full three-part messages and three-part paragraphs are unnecessary in thank-you notes, congratulatory messages, or expressions of sympathy, but appropriate in recommendations that require detail. Don't make the short length of the message deter you from setting aside time to draft it.
- **Spontaneous:** Move quickly to write your message so that it follows closely on the news that prompted it. A message that's passed its "best before" date will appear stale to the recipient and make you look like you can't manage your time effectively

Thank you notes

- In the world of business, not all transactions involve money.
- People do favours for each other, and acknowledging those with thank-you notes is essential for keeping relations positive.
- Such messages can be short and simple, as well as quick and easy to write, which means not sending them when someone does something nice to you appears ungrateful, rude, and inconsiderate.

Types of Positive messages

- CONGRATULATORY MESSAGES
- EXPRESSIONS OF SYMPATHY
- REPLYING TO GOODWILL MESSAGES
- RECOMMENDATION MESSAGES AND REFERENCE LETTERS
- RECOMMENDATION LETTER ORGANIZATION

Assignment 4

- Write an endorsement for your colleague following the general principles
- Write a thank-you note to the partner who wrote you an endorsement for you following the advice

5 Main Stages of Writing Business Messages

Pre-drafting- drafting- revising- formatting- proofreading

- Determine the purpose
- Know your readers
- Search and collect data for your message
- Organize and prepare an outline
- Start with -The purpose of this memo is …..
- Pay attention to the tone of the letter
- Words can be demanding, harsh, authoritative, pleasing, persuasive, polite
- Collect and organize data to support your message

Introduction

- Persuasive and routine letters are important
- Precision of writing, clarity of meaning
- Time is important – writing in time, choice of words, tone of the letter,
- Create an image of the company
- Use short sentences and simple words
- Be clear and concise
- Easy to read and understand

Business Letter Writing

- 7 c’s of business letter writing

1. Clear
2. Concise
3. Correct
4. Courteous
5. Conversational
6. Convincing
7. Complete

Effective Business Correspondence

- Place the reader first
- Keep to the point
- Set the right tone
- Write effective openings
- Write effective conclusions

Strategies for Writing the Body of a Letter

- State the main purpose, subject matter right away
- Keep the paragraph short
- Provide topic indicators in the beginning of paragraphs
- Place important information strategically
- Develop “you” attitude
- Give an “action ending” whenever appropriate

Kinds of Business Letters

- Routine letters
  - ✓ opening middle closing
  - ✓ Reference to previous correspondence
- ✓ Covering letter for a job application
- ✓ Recommendation letter
- ✓ Thank you / follow up letters
- ✓ Acceptance and rejection letters
- ✓ Resignation letter
- ✓ Inquiry letter – solicited and unsolicited letters
- ✓ Persuasive letters

Differences Between Memo and Letter

Both memo and letter are the important means of written communication. Memo is sued for internal communication while, letter is used for both internal and external communication. Though they are similar in many respects, still there are a number of dissimilarities.The major differences between them are discussed between:

Use –

- Memo: Office memo is used is internal communication. Its does not go outside the organization.
- Letter: Letters are used both in internal and external communication.

Scope –

- Memo: The scope of memo is limited within the organization.
- Letter: Its scope is relatively wider than memo.

Types –

- Memo: Office memo may be formal or informal.
- Letter: Letter may be personal, official, demi-official and so on.

Formality –

- Memo: Office memo does not require inside address, salutation and complementary close.
- Letter: Letter requires company address, salutation and complementary close along with other parts of it.

Presentation of Message –

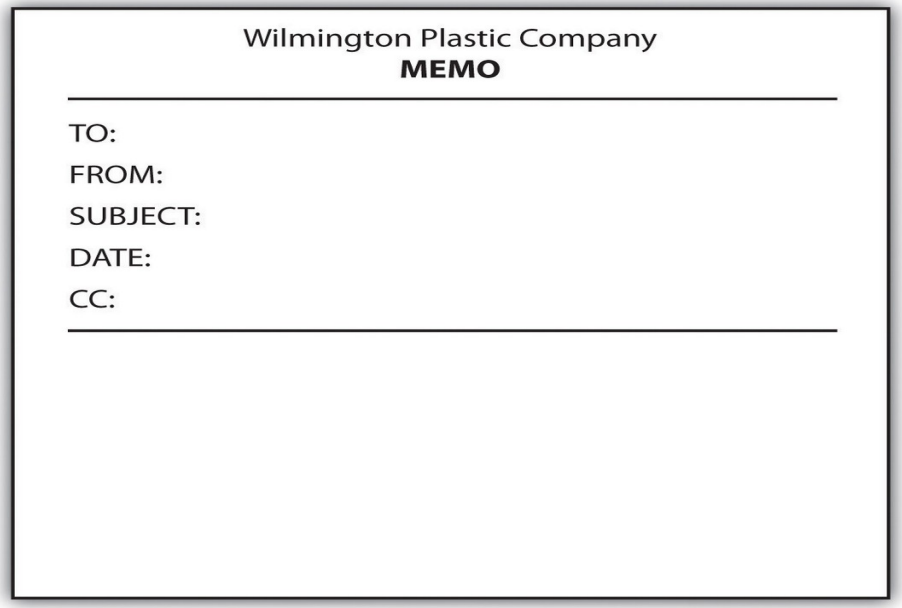
- Memo: Memo describes message without using any ornamental word.
- Letter: In some letters, ornamental words are used to express courtesy.

Writing Effective Memos

- Goal is to get readers - Do what we what them to do
- Promote goodwill
- Memo conveys news or information
- No order or advice should be given
- Avoid “You”
- Memo report format – Introduction, Body, Conclusion

Memo format

A memo is less formal than a business letter but more formal than an e-mail. Memos are usually sent within a company addressing a single issue or meeting and are typically short. A common feature of memos is the heading followed by a colon.



Wilmington Plastic Company

MEMO

TO:

FROM:

SUBJECT:

DATE:

CC:

Memo

Memos typically include the following set components.

Name of person(s) or group to whom the memo is being sent	To: Department B Employees
Name of person(s) sending the memo	From: Kyle Wilson
Topic of the memo	Subject: Break Room Problem
Date the memo is being sent	Date: September 26, 2010
Names of others receiving the same memo	CC: Clark Buford, Sally Willer
Body of the memo	Due to a water leak, the fourth-floor break room will be closed for repairs. Until it reopens, use the fifth-floor break room.

KEY TAKEAWAYS

Typically memos are short, are used for internal company matters, and cover a single issue.

They include six parts: to, from, subject, date, carbon copy, and body text or (intro, body and conclusion)

Michel Food Products Limited

To : Mr. John, Sales Executive
From : Hasan Uddin Ahmed, D. G. M Sales
Subject : Providing after sales service
Date : 02.02.2020

Fig: Block Format Heading of Memo

Michel Food Products Limited

To : Mr. A.R. Rahman, Sales Executive Subject: Providing after sales service.
From : Bedar Uddin Ahmend, D.G.M Sales Date : 02.02.2020

Fig: Column Format Heading of Memo

Ramisa Jute Manufacturing Company Limited

To:
From:
Subject:
Date:

Message

.....

.....

Signature

Enclosures:

1. .....
2. .....

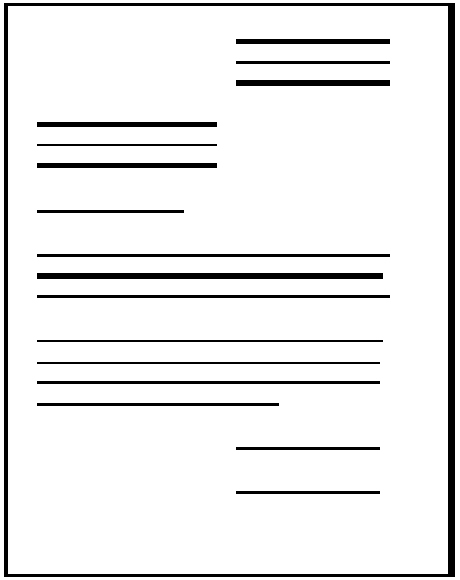
Identification Mark

Common Components of Business Letters

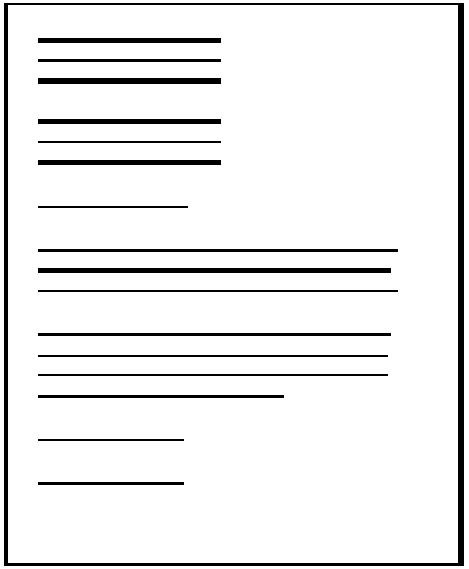
- Heading
- Inside address
- Salutation
- Subject or reference line
- Body of the letter
- Complimentary close
- Enclosures
- Copies

1. Heading	**ABC Corporation** 1, M. G. Road Nagpur – 440 001 email: abc@vsnl.net.in Tel.: xxxxxx, Fax: xxxxxx
2. Date	March 31, 2011
3. Reference	Ref. GK-2
4. Inside address	M/s. LMN and Sons 1250 Central Avenue Nagpur 440 002
5. Attention line	Attention: Shri S. P. Gupta
6. Salutation	Dear Sir
7. Subject line	**Subject: Supply of raincoats and umbrellas**
8. Body	We understand that you are distributors of raincoats and umbrellas of reputed companies. We deal in these goods and shall be glad to have your catalogue for them. A visit by your sales personnel will be specially appreciated. If your terms of sale are found suitable, we can offer you business worth Rs.20,000 to 30,000 in the forthcoming season. We shall be happy to have an early reply. Thanks for your attention.
9. Complimentary close	Yours sincerely
10. Signature block	For ABC Corporation xxxxxx Partner

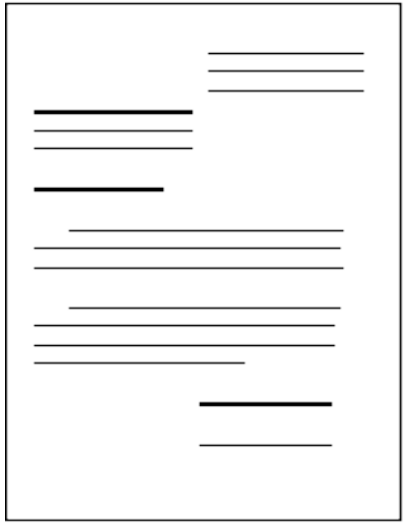
Types of writing styles



Modified Block



Block Style



Semi block style

Format of Informal letter

Your address

_____,

_____,

Date: _____.

Greetings,

Introduction:

_____

_____

_____

Body:

_____

_____

_____

Conclusion:

_____

_____

Signing off: Yours friendly,

Name: _____.

To address of your friend on envelope:

_____,

The same letter can be written in BLOCK FORMAT:

Format is different but the matter same. Block format indicates that the complete letter is on left side.
Format:
Form address
_____,
_____.
Date:
_____.
Greeting,
Introduction:
_____
_____
_.
Body:
_____
_____
_____.
Conclusion:
_____
_____.
Signing off: _____,
Name: _____.
To address;
_____,
_____

Note:
1)Do **not use your lovingly** as a signing off in a letter to a friend as it is used for family only.

2)Make sure that your introduction and conclusion are shorter than body.

SALUTATION

For Acquaintances / strangers / Officials / Editors:
Dear Sir / Madam
Dear Mr / Ms / Mrs + Name

For Authorities :
Sir / Madam

BODY OF THE LETTER
Para 1: Who you are and why you are writing.
Para 2: Details of the problem / topic / issue
Para 3: What you would like the reader to do. Your hope, appeal, warning, conclusion, comment etc.

Para 4: CLOSING THE LETTER

Write **YOURS** with a capital '**Y'** and sincerely/faithfully or truly with a small **'s'**,'**f' or 't'** respectively .

REMEMBER : the word **YOURS** never takes an apostrophe

SIGNATURE, Full NAME (in capital letters) and DESIGNATION of the person writing the letter is put here

Opening Salutation Examples

Business Letter Salutation Examples

Dear Mr. Smith
Dear Mr. and Mrs. Smith
Dear Mr. White and Ms. Smith
Dear Dr. Smith
Dear Judge Smith
Dear Ms. Jones
Dear Jane Doe
Dear First Name *(if you know the person well)*
Dear Dr. Haven
Dear Dr. Haven and Mrs. Haven

General Salutations for Business Letters

Dear Hiring Manager
To whomsoever it may concern
Dear Human Resources Manager
Dear Sir or Madam

Closing Examples

Cheers,
Cordially yours,
Faithfully,
Faithfully yours,
Fond regards,
In appreciation,
In sympathy,
Kind regards,
Kind thanks,
Kind wishes,
Many thanks,
Regards,
Respectfully,
Respectfully yours,
Sincerely,
Sincerely yours,
Thanks,
Thank you,
Thank you for your assistance in this matter,
Thank you for your consideration,
Thank you for your recommendation,
Thank you for your time,
Warm regards,
Warm wishes,
Warmly,
With appreciation,
With deepest sympathy,
With gratitude,
With sincere thanks,
With sympathy,
Your help is greatly appreciated,
Yours cordially,
Yours faithfully,
Yours sincerely,
Yours truly,

Here's how to format a business email:

Subject Line - This should explain why you are writing in a few words.

Salutation - Start the email with a professional greeting.

Body of Message - Explain why you are writing as briefly as possible.

Closing - End your message with a professional closing just as you would a business letter.

Signature - Your signature provides information for the reader to get back in touch with you. Include your full name, email address, phone number, and your address if you are expecting a written reply.

Tips for Formatting an Email Message

Write your email messages as you would any other business correspondence, with full sentences, paragraphs, and a space between each paragraph.

The key to writing and formatting email message is to keep them short.

Most people don't read beyond the first or second paragraph, so say what you need to say at the beginning of your message.

Assignment 5

- Write a memo informing employees to be on time in the office

- Write a letter to your HOD asking permission to attend your sister's wedding, apply leave for 5 days.

Unit-III: Business Reports and Proposals

Unit-III: Business reports and proposals

- Writing the report
- planning the report
- Steps in writing business reports
- Parts of a report
- Citing sources

Business Reports and Proposals

1. Introduction
2. What is a Report
3. Steps in Writing a Routine Business Report
4. Parts of a Report
5. Corporate Reports
6. Business Proposals
7. Case Study: Handling unsolicited proposals for private infrastructure projects(Meenakshi...)
8. Case Study: The key board syndrome(Meenakshi...)

Introduction

- Every organization has to write reports and proposals
- Usually managers and higher authorities write these reports/proposals.
- Annual reports, Sales reports, Production report, Project report – have data and figures.
- Proposal is a special analytical type of report to get products, plans or projects accepted by others

What is a Report

- A report is a logical presentation of facts and information
- A report must
  - Have an orderly arrangement of factual information
  - Objective in nature
  - Must serve business purpose
- Purpose of a report is to “convey” the results of the study with sufficient details and arrange in a manner that helps reader to comprehend the data and determine the validity of the conclusions.
- Some reports are based on findings, some make recommendations based on research while some present facts and figures and their analysis.
- Kinds of reports
  - Information reports – past event, progress on project, product development, convey ideas and data
  - Research reports – analyses information, identify problem, gather data, analyze and recommend
- A report is a compilation of information that has been sought, collected, organized and written to convey a specific message

Steps in Writing a Routine Business Report

- **Determine the scope of the report** – not too broad, not too narrow
- **Consider the audience** – Primary (Who act) , Secondary,(who are affected) Immediate (evaluate and pass message)

  Audience factors - Need, education level, position in the org, knowledge of the topic, responsibility to act, age, bias, preferences, attitudes

Gather information –

- Primary info – you collect yourself – surveys, questionnaire, observation, experiments, historical info, raw data (avoid bias
- Secondary information - you get from books, internet, reports, journals, newspapers (may be inaccurate, out dated, biased)
- **Analyse the information -** separate facts and figures, analyse data and arrive at a solution . For examplewhich TV to buy for the college
- Determine the solution –based on the analysis determine the solution. Report must lead the reader to the decision the writer wants. Report all info good and bad

Organize the report -

- ✓ Topic, information , decision
- ✓ Information in Outline form using major and supporting ideas

Parts of a Report

1. Memo report format
   - To, From, Date, Subject
   - Define project or problem (purpose of the report)
   - Give the background
   - Give the supporting data
   - State your conclusions and recommendations
2. Report types – Memo report, Standard report, Formal report
3. If report is more than two pages include the following:
   - Introduction
   - Summary
   - Discussion
   - Conclusion
4. Corporate reports are statutory reports. Section 165 Companies Act includes auditor's report (BS and P&L), director's report (Board reports), cost audit reports.
5. Business Proposal – is written document that seeks to persuade readers to accept a suggested plan of action
   - Purpose of a proposal - buy a service or product
   - Convince readers of a situation to take action
   - Provide funds

Summer project report writing

The summer project report has various components:

- the cover page,
- the certificate of approval,
- the abstract,
- a list of acknowledgements,
- the table of contents,
- a list of figures and tables if any,
- a detailed introductory chapter,
- a descrip¬tion of the research design,
- the results,
- the conclusions,
- the recommendations, and, finally,
- relevant references and appendices.

Types of Proposals

Types of Business Proposals

Based on audience – Internal / External

Based on source – Solicited/Unsolicited

Internal – written to someone within the org (a business, a govt agency)

- Training programme for new recruits
- New design for productivity in the plant
- Project mgmt plan to deal with multiple projects

External – from one entity to another entity

- Independent consultant proposes to do a project for another firm
- Ad agency proposing a scheme for nation wide campaign
- Indian company proposing to build a sewage treatment plant for another company in a different country

Solicited proposals – customer asks for a proposal, specific demand proposal

Unsolicited proposals- You initiate the proposal. Nobody asks for it.

Proposal Components

- Title Page – Title, proposal writer, receiver, org, date
- Executive summary – Problem, Solution, Funding requirements, Organization and its expertise.
- Introduction – Overview of the entire proposal
- Statement of need – Problem statement (why project is required)
- Project description – details of the project (benefits, feasibility, description, method, procedure,)
- Project management – Schedules (work, implementation, reporting)
- Budget – Financial description
- Organization information – History, governing structure , primary activities/products, clients, services etc
- Conclusion – Summary of the proposal main points
- Appendix- Additional material
- Special section – Any other section specific to project in question

Business Proposals

- Formats of business proposals
  1. Business letter proposal
  2. Memo proposal
  3. Cover letter/ proposal
- Request for proposal (RFP) - format is specified
- No RFP – Your own format
- Who , What, Where, How, When, Why to be answered in detail

- Five key elements of writing business proposals:
  1. Solutions – how best is your solution
  2. Benefits – why they should do business with you
  3. Credibility – why you are the best ?
  4. Samples – client list, references
  5. Targeted – speak the language of the audience

Good report characteristics

- Do not use jargon
- Create a logical structure
- The Executive summary
- Keep your views separate
- Graphs and charts
- Keep it simple
- Looks matter

Report writing summary

The report is a distinct form of written communication involving investigation, analysis, and presentation to give its receiver the required information. There are various methods of enquiry, data collection, and analysis of information that the report writer should make use of.

The terms of reference guide the report writer. They delineate the problem, purpose, scope, limitations, budget, cultural considerations, and deadline for the report when it is authorized.

Planning and organizing information by outlining before writing helps in writing a clear and logically arranged report.

A report writer should know the essential elements of reports and their normal or alternative sequences in different types of reports (short informal reports and long formal reports).

There are several types of visual aids that a report writer can use; examples include tables, bar charts, pie charts, pictograms, and histograms.

Assignment

- Write a report about your visit to a manufacturing unit and what you observed and learnt.

Unit-IV: Oral and Employment communication

Unit-IV: Oral and Employment communication

- Role of business presentations
- planning and organizing a presentation
- team presentations
- online presentations
- understanding yourself
- career goal setting
- preparing resume
- resume formats
- writing covering letters
- enquiry mails
- preparing for job interview

Product Instructions

- Good product instructions are accurate .They should give the information people need, when and where they need it

Characteristics of good product instructions

- Logical and sequential actions leading to successful outcome
- Concise, understandable and direct
- Identification and emphasis on hazards
- Formatted for the way people use them
- Physically attractive to encourage use

Good product instructions rely on good analysis

- Users identified and characterized
- Task logic in developed and tested
- Outline necessary behavioural skills and abilities
- Working conditions are investigated and described
- Hazards identified and strategies are developed

Product instructions can take any form

- Instruction sheets, control labels, tags, stickers
- Warnings , cautions, notices -
- Embedded helps – on demand information in form of help
- Non visual stimuli – auditory messages, spoken messages,

Function of instructions - procedural guides, decision aids, trouble shooting guides

Careers and Resumes

1. Introduction,
2. Career Building,
3. Understanding yourself,
4. setting a career goal,
5. job search / looking at various options,
6. preparing your resume,
7. resume formats - traditional, electronic and video resumes,
8. Online recruitment process.
9. Write your resume to market yourself.
10. Case Study: Recruitment Drive at SOBER. (Meenakshi...).

Introduction

- Searching a job involves time and effort
- Career goals are a must to do the job of your choice
- Career building does not end with getting a job but continues till you are satisfied with your job and achievements
- Career building and Resume writing are two important aspects with respect to job search and interviews

Career Building

- Today's workplace – social and technological transformation
- Skills required to perform tasks
- Various jobs like radio jockey, video jockey, ERP consultant, event manager, fashion designer, food tasters, wine tasters, chef, knowledge analyst, software architect
- Skills required – leadership skills, team work, multi tasking, quick learners, adaptability, innovators, problem solvers, good written and verbal communication skills, interpersonal skills

Understanding yourself

- Knowing yourself is the first step to building a career.
- Know your skills, likes, dislikes, personality, interest
- Assess yourself from time to time
- Questions that you must ask yourself:
  - What do I want to become?
  - What are my job aspirations?
  - What are my most enjoyable and greatest skills?
  - Am I person with positive attitude in adversity?
  - SWOT
  - Do I communicate effectively?
  - Do I possess social skills?
  - How good am I at small talk?
  - How am I different from others?
  - Am I creative?
  - What are my major achievements and failures in my life?
  - Am I confident in presenting myself to others?
  - Can I work in a team?
  - Am I a lone contributor or like team work?
- Keep learning new skills and upgrading your skills
- People skills are important

Setting a career goal

- Career means different to different people
- Progression in professional life/ various jobs and positions that earn money
- Career defines a professional life

- Why setting a career goal is important?
- To keep yourself focused and motivated

- Changes in your personality and environment may change your career goals.
- Build a strong base for your career, know and understand every little job aspect
- As long as you are satisfied you are on the right path, if not re-evaluate and realign your goals and job

Job search / looking at various options

- What does career satisfaction mean to me ? Name, fame, money, recognition??
- Do I want to work for somebody or start my own business?
- If I do not have the necessary skills for the job can I acquire them?
- What is more important working in a dream company or having a dream job in any company?
- What kind of work environment do I like?
- Do I like working in a small or big company?
- What is my differentiating factor?
- What can I offer that others can't?
- Networking, job sites, consultants

Preparing your resume

- A Resume is a document that presents your past and present credentials and achievements so that your prospective employer can judge your future potential.

- Marketing document – qualifications, experience, accomplishments
- Resume for job/ internship
- Length – depends on the position and experience

- Parts
  - Contact information
  - Career objective or summary of qualifications – role, skills, value you add to company
  - Education
  - Professional experience
  - Special skills and aptitude
  - Awards/honours/achievements
  - Activities and interests
  - References

Resume formats

1. Chronological – reverse chronological order is used for education/work exp,
2. Targeted – when applying for specific job you can use this format to highlight skills that match the profile
3. Functional – major skills and accomplishments. What you can do for them? You present your skills you acquired and demonstrate value addition to the org.
4. Combination – uses both chronological and functional resume format
5. Mini – brief summary of your career highlights and qualifications. Helps in Networking process giving an overview of your skills and experience rather than a lengthy resume
6. Traditional, Electronic and Video resume
7. Sending resumes – email, website, traditional mail, fax, in person
8. Covering letter, Follow up letter – application/interview, Thank you letter

Resume GD summary

- he CV, the interview, and the group discussion constitute three major steps towards employment. Written communication skills need to be applied to prepare résumés; and oral and non-verbal skills are required to attend interviews and to par¬ticipate in group discussions.

  A résumé is a self-introduction that highlights an applicant's strengths and experiences. It summarizes the applicant's edu¬cation, abilities, experience, accomplishments, and personal details for the employer's consideration in an impressive, easy-to-read format. Its structure can vary to suit the professional status and experience of individual candidates, though the com¬mon elements of all CVs are generally as follows: personal details, educa¬tion, work experience, references, and job objective/summary.

  The CV is attached to an application letter/cover letter, which acts as a preface for the CV. The letter generally ends by asking for an interview opportunity.

  A job interview is essentially a face-to-face communica¬tion situation requiring the use of good oral and non-verbal skills.

  Applicants need to prepare thoroughly before an inter¬view to: (a) know themselves better, (b) know about the company, and (c) understand the job profile. The secret of success in interviews often lies in the applicant's ability to create a positive first impression by dressing and behaving professionally.

  A group discussion primarily evaluates participants' ability to interact in a group that is discussing a given topic. An indi¬vidual's behaviour in a group means much for his or her suc¬cess as a manager. The evaluators assess the following traits of GD participants: initiative, group dynamics, analytical ability, ability to think on their feet, communication skills, attitude, and personalit

Online recruitment process

1. Job description and profile
2. Application tracking system
3. Back office support for a comprehensive website

Advantages of e recruitment

- Low cost to org
- No intermediaries
- Reduced hiring time
- Right people for right job
- Improved efficiency of recruitment

THANK YOU